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THE
State Normal School at Winona.

THE CHARGE OF EXTRAVAGANCE
REFUTED BY FACTS.

ITS FINANCIAL HISTORY AND MANAGEMENT.

AS SHOWN BY THE RECORDS.

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1874.



The State Normal School at Winona,

ITS FINANCIAL HISTORY AND MANAGEMENT,

AS SHOWN BY THE RECORDS.



THE Normal School at Winona was originally established under an act of the Legislature of the State, passed August 2d, 1858, and it was organized in September, 1860, an appropriation of \$1,500 having been made for its support during the year. After a trial of a year and a half it was suspended and no further appropriations were made for it until the Winter of 1864.

At the session of the Legislature held in that year, the sum of \$3,000 was appropriated for its current expenses during the year; the sum of \$4,000 for the year 1865, and the further sum of \$5,000 for each year thereafter.

The School was accordingly, re-established, re-organized, and re-opened on the first of November, 1864. From that date for five years it occupied a small one story and a half frame building on the corner of Fourth and Lafayette streets, the same having been gratuitously furnished for the purpose by the city of Winona. It was removed to the edifice erected for its use and now occupied by it in September, 1869.

The financial history of this institution properly divides itself therefore, into two departments.

First—That which relates to the expenditures for building purposes, and

Second—That which relates to its current expenses.

Inasmuch as unfavorable criticisms have been mainly directed to the cost of the building, it is deemed best at first to present the facts bearing upon that subject.

GROWTH OF THE SCHOOL.

From the re-opening of the school in 1864, to the close of the year 1866, the number of pupils in the Normal department increased from 32 to 80, and in the Model classes, from 40 to 160, making the total increase 168, and the total attendance 244 in two years. This rapid growth during the first two years of its existence was a fact of great significance, and was regarded as an earnest of still better things to come. The accommodations for the school at the end of the second year were utterly inadequate not only to its then existing wants, but to its prospective growth.

POLICY OF THE STATE.

As the State had, by the establishment of the institution, committed itself, in common with most of the other States, to the policy of affording the means for the special preparation of teachers for its Common Schools, the Board, as the constituted guardians of the Normal School, deemed it necessary to take steps to secure for it, adequate and permanent accommodations. It was then dependent upon the charity of a municipal corporation. It was occupying a building which was small, inconvenient, poorly heated, ill-ventilated and thoroughly unadapted to its needs. Indeed, in the latter part of the year 1866 it became necessary to rent additional rooms at a distance from the main building, in order to accommodate the increased attendance. (See Report of the President of the Board, dated January 1, 1867.)

APPROPRIATION OF 1866.

Accordingly, application was made to the Legislature of 1866, for an appropriation for a permanent building, (see Report of President Ford, Jan. 1866.) In his report rendered to the Governor and the Legislature in January, 1865, the President used the following language :

“In conclusion, I venture to state in general that buildings for like purposes in other States have involved an expenditure of from \$25,000 to \$30,000, and in some instances from \$50,000 to \$100,000, on a gold basis as in Michigan, Illinois, New Jersey and Canada.”

And in immediate connection therewith he further remarks that : “The undersigned does not venture any recommendation to you, or the Legislature upon this subject, but prefers rather to leave it for the present to the calm and judicious reflections of yourself and the representatives of the people.”

WHO IS RESPONSIBLE ?

To the application thus made, the Legislature responded by an appropriation of \$10,000 for a commencement of the work and without expressing any opinion or placing any restrictions upon the cost of the proposed building.

Indeed as early as December 6th, 1865, in his report to the Legislature, the President of the Board held the following language. (Report of the President of the Normal Board Dec. 6th, 1865.) "*The cost of such a building as is required by the necessities of such an institution will not be less than \$50,000 to \$75,000. Other States with no greater resources than our own, have expended even greater amounts than these and are reaping a rich return. The cost of the Normal School building of Michigan was \$60,000. This sum was expended on the second edifice after the destruction of the first by fire. Those of New York and New Jersey were not less than \$75,000, that of Illinois was \$175,000 ; of Canada West, \$100,000. Wisconsin has a fund of \$1,000,000 and is making the most liberal arrangements for buildings to be occupied by her Seminaries for teachers.*" With the question thus fairly and frankly stated to it by the President of the Board officially, the Legislature declined, or at least omitted to express any opinion or to place any limitation whatever upon the subject preferring, it is to be presumed, to leave it to the judgment of a Board, which it had created for the special purpose of exercising an intelligent supervision over the whole matter. And in adopting this policy toward its Normal Schools, the State but repeated the history of its policy in reference to its other institutions. Has any one ever heard of any limitations of the cost of the buildings for the Insane Hospital, the State University, the State Prison or the Institute for the Deaf, Dumb and the Blind ? Who is wise and far sighted enough to comprehend all the demands and the contingencies that are likely to arise in the progress of building up the institutions of a great and rapidly developing commonwealth ? The community which does not *plan and build with an eye to the future* as well as the present, is wanting in the first elements of Statesmanship as well as in the dictates of a prudent economy in public expenditures.

PLANS FOR A BUILDING.

With the appropriation above mentioned, a subscription of \$5,512 by the citizens of Winona, and the balance of an appropri-

ation made in 1858, the Board had at its disposal the sum of \$18,315.84. In May 1866, steps were taken to secure plans for a suitable building, in accordance with a resolution passed by the Board at the previous meeting. Various architects were consulted and some three or four sketches were submitted by them for the consideration of the Board. None of these proving satisfactory however, the Principal was instructed to proceed to Chicago and consult with Mr. G. P. Randall, architect of that city, who had had much experience in school architecture and whose designs had been regarded with more favor than those of any other architect in the Northwest.

Inasmuch as the State was large, was growing rapidly and it was expected that no other Normal Schools would be organized for many years, the President of the Board gave instructions "to plan liberally in order that the wants of the State might be adequately met in the preparation of teachers." The result was that under the supervision of the Principal, a sketch of the plans proposed was made and submitted to the Prudential Committee in the latter part of the month of May, 1866. For the purpose of ascertaining the views of leading citizens in different localities concerning the plans submitted, the President of the Board visited Saint Paul, Minneapolis, Red Wing, and other prominent points in the State, exhibiting the plans and seeking the counsel of persons who were in positions entitling their opinions to the highest respect. The plans were also laid before prominent educators and experts in our own and other States. The result was that they were *unanimously approved as being admirably adapted to the purposes* of such an institution as they were designed to accommodate. With such favorable judgments unanimously rendered both at home and abroad, the Committee under the resolution of the Board already referred to, felt authorized to direct the completion of the plans, with such minor modifications as further examination and reflection might seem to warrant.

UNANIMOUSLY ADOPTED BY THE BOARD.

Accordingly, at a full meeting of the Board held on the 27th of June, 1866, at Winona the following proceedings occurred in reference to these plans. (See proceedings of the Board at the session of June 27 and 28, 1866).

June 27, A. M.

"The President laid before the Board plans and drawings for a

Normal School building procured in accordance with a former resolution of the Board."

7 P. M., June 27.

"Present—J. D. Ford, President; H. I. Parker, N. F. Barnes, Daniel Buck, Geo. W. Prescott and Joseph Haskill.

On motion the report of the Committee on plans was received and the Committee discharged.

Mr. Parker moved that the Board adopt the plan of building presented by the Committee for that purpose. Ordered that the vote upon the motion be deferred until to-morrow.

"Adjourned until to-morrow morning at 8 o'clock.

THURSDAY MORNING.

June 28, 1866.

Present—J. D. Ford, President; Messrs. Barnes, Buck, Haskill, Parker and Prescott.

The question being upon the adoption of plans for building now before the Board, application was made by citizen sof Winona for a hearing upon the matter of locating the building. Voted to meet at the call of the President after the school exercises this afternoon to receive such suggestions upon the subject as may be offered."

June 28, 5 o'clock P. M.

"Board re-assembled and gave a hearing to citizens upon the question of site for building.

Mr. Barnes submitted the following proposition :

That this Board accept the proposition made this afternoon by Mr. Huff to donate six acres of land, visited this day by the Board, on condition that the Board adopt the plan for a building now before it and locate the building on said land.

Messrs. Buck and Prescott were appointed a committee to wait upon the City Council and receive any propositions to be made on the part of the city pursuant to intimations made at a previous meeting of the Board.

The following proposition was submitted by the Mayor on behalf of the city :

To the Normal School Board:

The City Council of the city of Winona makes the following proposition to your honorable Board: That if the Board will erect the Normal School building upon the present site, viz: block four in Sanborn's addition, the city will purchase and donate to the State the east half of block three in Sanborn's addi-

tion, and vacate and donate to the State that part of Johnson street lying between blocks three and four. Or in case it can be procured, the city will purchase and donate to the State the whole of block three, provided the Board will convey to the city block seventeen in Sanborn's addition.

(Signed)

R. D. CONE, Mayor.

On motion of Mr. Buck voted *unanimously* that the proposition of the City Council be adopted.

The question of Mr. Parker to adopt the plan of building now before the Board was taken up and prevailed by the following vote: Ayes—Messrs. Barnes, Buck, Haskill, Parker, Prescott and Mr. President. Nays—none.

On motion of Mr. Parker voted that the Prudential Committee be instructed to proceed as fast and as far in preparing the grounds and erecting the Normal School building as they with the means at their disposal may deem it advisable."

It may be here stated that prior to the adoption of these plans the architect was instructed to make a careful estimate of the cost of the building if erected in accordance with them. Such an estimate was made and the sum of \$80,000 was the limit of cost as reported by the Architect. *Upon this estimate the commission of one and one-half per cent was subsequently paid the Architect*, and it was in view of this estimate that the plans were unanimously adopted by the Board. (See report of the Treasurer, dated December 31, 1866.)

In his report rendered January 1, 1867, the President of the Board thus refers to this subject:

"In my last report the limit of expense of such a building as was thought to be necessary was placed at \$75,000, and although the price of labor and materials has advanced more than twenty-five per cent. since that time, yet the experienced Architect, Mr. Randall, in rendering his bill based upon the per centage of cost has made the estimate only \$80,000. To those conversant with the expense of similar buildings in other States this sum would seem to be comparatively small.

At this point it may be well to state further that the City Council of Winona, *in view of the adoption of these plans for building*, subsequently did better than it had agreed to do, by donating the *whole instead of half of block three aforesaid*, and that, too, without requiring the transfer to the city of block seventeen, then owned by the State.

PREPARATIONS FOR BUILDING.

The Board having as before stated, unanimously adopted the plans and instructed the Prudential Committee to proceed with the work of construction so far as the means available for the purpose would permit, the Committee advertised in the newspapers of the leading cities of the State for proposals for the excavations and the erection of the basement walls of the building. On the 20th of September, 1866, the chairman laid before the Committee the estimates which had been received in response to the public notices thus issued, when the following proceedings were had thereon. (See minutes of the Prudential Committee. September 22nd, 1866.)

REJECTION OF THE PROPOSALS.

After an examination of said estimates and a full discussion of the subject it was decided by the Committee that none of the estimates be accepted, and, on motion of Mr. Youmans, Wm. S. Drew was appointed Superintendent of the work of laying the foundations and the erection of the basement walls, with full power to contract for the materials and labor requisite thereto. the work to be commenced without any unnecessary delay.

The rejected bids were deemed too high, ranging, as they did, from \$18,000 to \$20,000 and upwards. Under the plans adopted by the Committee the cost of the work was less than \$15,000—thus effecting a saving of \$3,000 to \$5,000 over the estimates of contractors. And this work was so well done that not a crack, fault or other sign of weakness, either in the foundations or the superstructure of this building can be detected to this day.

FINANCIAL SHOWING AT THE END OF TWO YEARS.

We are thus brought down to the close of 1866 in the progress of operations on the building. The showing on this account on the 31st of December, including the donations, cost of site, etc., was as follows:

RECEIPTS.

Donations from citizens of Winona in 1858, securing location.....	\$5,512.00
Donations from city of Winona in 1866 pur- chasing site.....	5,275.00
Balance of State appropriation 1858.....	2,803.84
Amount of appropriation 1866.....	10,000.00
Total.....	<hr/> \$23,590.84

EXPENDITURES.

Paid for building site, block four.....	\$2,000.00
Paid for building site, block three.....	5,275.00
Paid for plans, material, foundations, etc....	8,273.56

Total..... \$15,548.56

The balance on hand was thus \$8,042.28, made up as follows:

Cash	\$3,048.18
Land	3,950.00
Notes	1,044.10

Total..... \$8,042.28

The entire value of the property of the State connected with the school at that time was as follows:

Site, foundation, materials, etc.....	\$15,548.59
Balance on hand as above.....	8,042.28
School furniture.....	2,500.00
Library.....	2,500.00

Total..... \$28,590.84

Up to December 31, 1866, the appropriations of the State for *all purposes* connected with the school were as follows:

Appropriation for building, 1858.....	\$ 5,000.00
Appropriation for building, 1866.....	10,000.00
Appropriation for current expenses, 1864...	3,000.00
Appropriation for current expenses, 1865...	4,000.00
Appropriation for current expenses, 1866...	5,000.00

Total appropriations..... \$27,000.00

Showing a balance of assets over appropriations of..... \$1,590.84

In addition to these financial results the school had by January 1, 1867, given instruction to over 100 teachers and 150 children in the Model School. It had graduated one class numbering 14 persons and on the 24th of the same month it graduated a second class numbering 11 persons, making a total of 25 graduates the first two years.

PROGRESS OF BUILDING.

The basement walls were fully completed ready for the superstructure with the means on hand at the beginning of the year 1867.

At a meeting of the Board held at Winona on the 24th of January, 1867, Mr. Buck, of Mankato, offered the following, which were unanimously adopted:

“WHEREAS, The State Normal School Board at the semi-annual examination of the school at Winona, on the 24th of January, A. D. 1867, have had under consideration matters relative to the interests and success of the State Normal School at Winona; therefore,

Resolved, That we deem it of vital importance and an absolute necessity that a sum not less than forty thousand dollars (\$40,000) be appropriated by the present Legislature to aid in the erection of the State Normal School building at Winona.

Resolved, That a less sum than forty thousand dollars (\$40,000) will be insufficient to justify this Board in continuing work on said building during the present year on account of the exposed condition in which it would necessarily be left another winter.

Resolved, That we deem it important that at least the sum of forty thousand dollars (\$40,000) should be immediately appropriated for said building, not only that the work thereon may be prosecuted without delay, but also that the Normal School, now in such successful operation, may be continued and the able corps of teachers at present instructing it may be retained.

Resolved, That a copy of these resolutions be transmitted to the chairman of the Committee on Education in each branch of the Legislature.

FURTHER APPROPRIATIONS.

The report of the President of the Board, rendered to the Governor and the Legislature under date of January 1, 1867, recommended an appropriation of the same amount as that named in the resolutions.

Early in March, however, the Legislature, to the surprise of the friends of education and of the people at large, passed an act appropriating the sum of \$50,000 for a Normal School building at each of the three places named in the act of 1864 as the localities for said schools—making a total of \$150,000.

This bill was very promptly and properly vetoed by the Governor and thus it failed to become a law. In his veto message the Governor intimated his willingness to approve of a suitable appropriation for the continuation of the work upon the building at Winona, where the school was in actual operation and greatly in need of adequate accommodations.

AN EMBARRASSING RESTRICTION.

Accordingly, a bill was immediately introduced by Senator Yale making an appropriation of \$50,000 for the erection of a Normal School building at Winona, which was passed on the day previous to the adjournment of the Legislature. This act contained a restriction, however, which was the source of great embarrassment to the Board. The restriction referred to was in section 4, which reads as follows: "The State Normal School Board shall have no authority to erect or contract for the erection of the building hereinbefore mentioned, which, when finished ready for use, shall cost a greater sum than the amount (\$50,000) hereby appropriated therefor, exclusive of appropriations heretofore made, and any donations which may hereinafter be made therefor."

Had this restriction been imposed by the Legislature at the time the first appropriation was made the Board would have been spared all difficulty and embarrassment whatever. But as the case then stood, it will be observed that an expenditure of over \$15,500 had already been incurred. The plans had been procured and paid for. The city authorities had donated an entire square of ground and had vacated a street across which the basement of the building had been erected, on the express condition that the plans unanimously adopted by the Board should be carried out. The amount previously appropriated was \$15,000, which added to the sum set apart by the act just then passed was \$65,000. The estimated cost of the building as hereinbefore stated was \$80,000, leaving a deficiency of \$15,000.

THE ALTERNATIVES PRESENTED.

Two alternatives were open for meeting the difficulties thus presented. The first was to *reject* the plans already adopted and paid for, abandon that portion of the site donated by the city, tear up the basement walls, fill the excavations and begin anew on a smaller site with a smaller building, which in a few years would be altogether inadequate to accommodate the institution, and the cost of which could be brought within the sum last appropriated. But the expense of making these changes, obtaining a new set of plans, and reaching the same stage of progress in the erection of the building, would have absorbed the greater part of the appropriation and left a sum altogether inadequate to complete it. In the judgment of the Board there could be no

economy or wisdom in such a course as [this. It involved a greater sacrifice than would be justified by the temporary advantage, if any, to be gained thereby. It was believed that the legislation, occurring as it did in the last hours of the session, was effected without a full knowledge of the facts and that had the situation been fully understood by the Legislature that body would have taken a different view of it.

The second plan, and the one finally adopted by the Board, is indicated in its proceedings at meetings held at St. Paul and Winona, respectively, on the 2nd of March and 1st of May, 1867. At the former meeting Mr. Prescott offered the following preamble and resolution:

COURSE DECIDED UPON.

“WHEREAS, The estimated cost of the building at Winona, according to the plans already adopted by the Board is \$80,000, being in excess of the amounts appropriated and donated; therefore,

Resolved, That in case no further donations to the building fund are made, the President and Prudential Committee be, and they are hereby directed to make an examination of the plans heretofore adopted for said building at Winona and to report to this Board whether and how the same can be so modified, by omitting the rooms in the basement or fourth story, or both, and by other changes deemed feasible, as to bring the building, when finished ready for use, within the restrictions of the act of the Legislature.

Resolved, That the President and Prudential Committee be and they hereby are authorized to employ a competent architect or builder to carefully estimate the cost of said building whether said plans be modified or not.

On motion of Mr. Barnes the preamble and resolution were adopted.

Under the foregoing instructions, the Prudential Committee, at a meeting held at Winona on the 1st of May, 1867, rendered the following Report to the Board, Messrs. Ford, Barnes, Prescott, and Dunnell being present :

To the State Normal Board:

“The undersigned, President, and Prudential Committee of your Board, acting under the instructions contained in the resolution of the Board, passed on the 2nd day of March, 1867, have

caused estimates to be made by a competent architect and builder of the cost of completing the Normal School building, so that the same may be ready for the use of the Normal School according to the plans heretofore adopted and partially carried into execution.

From the estimates of the architect, which are submitted herewith, we respectfully report to the Board that the said building may be made ready for use, accommodating two hundred and fifty Normal students and four hundred Model and practice school pupils, for an amount not exceeding the sum of \$73,025.90, and that said amount may be reduced by the sum of \$5,000 by certain changes and modifications of said plans without affecting the adaptation of said building to the wants and demands of the school.

And your Committee are of the opinion that the assets of the Board amounting to the sum \$70,000, will cover the completion of said building under the modifications indicated above."

Signed by the Committee.

"Voted that the Report of the President and Prudential Committee be accepted and adopted."

On motion of Mr. Barnes the following resolution was adopted:

Resolved, That the Prudential Committee be and the same are hereby authorized and instructed to proceed with the erection of the Normal School building at Winona, agreeably to the report of said Prudential Committee, made and adopted at this meeting, and that said Committee be authorized to carry forward the said building as far as the funds available for the present year shall permit.

On motion of Mr. Prescott, the following resolution was unanimously adopted:

Resolved, That in the further prosecution of the work of erecting the building for the Normal School, the Prudential Committee are hereby authorized to adopt such measures as in their judgment they may deem to be most conducive to the interests of the State, whether those measures contemplate the letting of the work by contract or otherwise.

ANOTHER DONATION BY THE CITY OF WINONA.

The President of the Board presented the following resolution of the City Council of Winona :

CITY RECORDERS'S OFFICE, }
WINONA, MINN., APRIL 15, 1867. }

"I hereby certify that at a regular meeting of the City Council

of Winona, held Monday April 15th, 1867, it was on motion,

“Resolved, That we hereby pledge to the Minnesota Normal School Board, a sum not exceeding fifteen thousand dollars to be used, if necessary, in the completion of the Normal School building, according to the plans and specifications adopted by said Board, and which is now in process of erection.

“Witness my hand and official seal, this 15th day of April, 1867.

CHAS. F. SCHROTH, Recorder.”

ACCEPTANCE OF THE DONATION.

At a meeting of the Board held at Winona, on the 27th of June, 1867, the following resolution offered by Mr. Barnes was adopted :

“Resolved, That the sum of fifteen thousand dollars, voted by the City Council of Winona, April 15th, 1867, to aid in the completion of the State Normal School building at Winona, in accordance with the plan adopted by the State Normal Board of Directors be, and the same is hereby accepted, said sum being included in the estimate of the Prudential Committee for finishing said building and deemed by said Committee necessary therefor, said report of the Prudential Committee having been adopted by the Board May 1, 1867.”

At a meeting of the Prudential Committee held on the day subsequent to the passage of the foregoing resolution, June 28th, 1867, the following, offered by Mr. Youmans, was unanimously adopted :

Resolved, That proposals for contracts to complete the Normal School building so far as to enclose it, be published in the *Winona Republican*, *Saint Paul Press* and *Pioneer* forthwith, to be inserted in each for one week, and that the Secretary be instructed to prepare and forward the same immediately.

“Resolved, That Messrs. Drew and Foster be a Committee with power to resume work on the building and to employ the necessary force of workmen for that purpose.”

PROPOSALS INVITED.

In accordance with these resolutions, notices calling for estimates by contractors were published in the three papers named therein for one week, sufficient time being allowed the parties disposed to compete, to send in their estimates.

On the 24th of July, 1867, the Prudential Committee met to receive and examine said estimates, when the following proceedings occurred :

"Proposals were received for constructing the building for the State Normal School, in response to the advertisement of the Committee, by the following contractors :

C. Bohn, Winona,.....	\$52,625.
A. W. Gage & Co., Winona,.....	53,225.
Leonard & Shiere, St. Paul,.....	54,000.

MR. BOHN'S PROPOSAL ACCEPTED.

A motion was made and adopted that the contract for erecting the building for the State Normal School be let to C. Bohn, he having made the lowest bid, on the condition that he subscribe to the contract to be submitted by the Committee.

"Moved and adopted that C. G. Maybury be appointed to superintend the work and see that it is executed according to the plans and specifications of the architect."

ACTION OF COMMITTEE APPROVED.

At a meeting of the State Board held at Winona, on the 24th of January, 1868, the following Report was submitted by the Prudential Committee and unanimously adopted. At this meeting there were present Messrs. Parker, President, Drew, Barnes, Buck, Haskell and Dunnell.

The Report of the Committee is as follows :

"In pursuance of the instructions contained in the resolutions of the Board passed May 1, 1867, the Prudential Committee advertised in the *St. Paul Press*, the *St. Paul Pioneer* and the *Winona Republican* for proposals for the erection of the superstructure of the Normal School building and enclosing the same, including the outside doors and windows, together with the stone steps at the main entrance complete. Proposals were accordingly received from builders in different parts of the State and the contract was finally awarded to Mr. Conrad Bohn, of Winona, for the sum of \$52,625. As awarded, the contract was about \$2,000 less than the *lowest estimates of the architect for the work*.

The contractor is to complete the building, as far as specified above, on or before the 5th of October, 1868.

He has proceeded with the work so far as to erect the cross walls in the basement and put in all the joists and other timbers in the main story. He has accumulated and paid for 800,000 bricks, the greater part of the dressed stone and the lumber required by the contract, all of which is paid for and on the ground. He is now engaged in getting out the cornice, the door and win-

dow frames and other wood work, preparatory to a prompt completion of the work during the coming season. Up to the present time the contractor has been paid the sum of \$18,448.62 on his contract."

Signed by the Committee.

It will be observed by the foregoing report that this contract with Mr. Bohn provided for erecting the superstructure and thoroughly enclosing it so as to protect it from injury in case of further delay in the completion of the building. The amount of the contract, as stated, was \$52,625. The increase in the prices of labor and materials was such that it was found impossible entirely to complete the building *within the estimates made by two different architects*, and hence the Prudential Committee, acting under the authority of the Board, decided to enclose the structure, leaving the finishing to be done by subsequent contracts, and as the means for the purpose would allow.

CITY BONDS ISSUED.

The bonds of the City of Winona, to the amount of \$15,000, were duly issued, delivered to the Board and applied to the work of construction. There was thus a balance of about \$17,000 to apply to the work of finishing the building. It was deemed advisable under the circumstances to ascertain from responsible bidders the exact cost of completing the work ready for use.

COST OF ENTIRE COMPLETION, ETC., ASCERTAINED.

The secretary of the Prudential Committee, at a meeting of that body held on the 15th of September, 1868, was accordingly instructed to advertise for proposals to that effect. In response to this notice two bids were received, one by A. W. Gage & Co., of Winona, for \$46,000, and another by Mr. Bohn, the former contractor, for \$43,880. The latter gentleman also proposed to complete the basement and two stories next above the basement for \$30,449. This would leave the third story to be completed after the completion and occupation of those below it, leading to much annoyance to the school and injury to the finished portions.

CONDITIONAL CONTRACT.

After much deliberation and discussion the Committee decided at a meeting held on the 13th of October, 1868, to let the contract to Mr. Bohn, subject to these conditions:

1. "That said Bohn is to itemize his bids for completing the basement and each story separately, excepting the stairs for the basement, which are included in set for main story, the tower, ventilating shafts and stone steps.

2. That the Prudential Committee reserve the right to terminate the contract or suspend work under it at the option of the Committee on ten days' notice being given to the contractor by said Committee in writing.

3. That the Committee also reserve the right to prescribe the order in which the work under the contract shall be performed."

As it was the desire of the Committee, as well as of the State Board, to provide as soon as possible for the wants of the school, which continued rapidly to increase, it was decided by a resolution passed on the 17th of October that the contractor should complete the ventilating shafts and work on such portions of the inside of the main story as it might be practicable to do during the autumn.

With this state of facts laid before the Legislature of 1869, that body, by a very large majority, made an additional appropriation of \$34,000, one-half payable in that year and the balance in 1870, for the completion of the building and the supply of furniture and heating apparatus, in accordance with the estimates previously made.

CONDITIONAL CONTRACT RATIFIED.

At a meeting of the State Normal School Board, convened at Winona on the 16th of March, 1869, on motion of Rev. Dr. McMasters it was unanimously

Resolved, That the Prudential Committee of the First State Normal School be instructed to make a written contract with the present builder, Mr. Bohn, for the completion of the First State Normal School building according to the terms of said Bohn's proposition to the Committee, provided he will undertake to complete the building by the 20th of September, 1869, so far that the work will not interfere with the opening of the school and that the work shall be entirely finished on or before May 1, 1870. By Mr. Dunnell.

Resolved, That the contract between Mr. Bohn and the Prudential Committee be made in detail, signed by the parties to it and executed in duplicate, one copy to be filed with the Secretary of this Board.

At a meeting of the Board held on the 8th of April, 1869, "The President presented a contract which the Prudential Committee of the First State Normal School had prepared with Mr. Bohn, of Winona, for the completion of the school building at that place.

Voted that the Prudential Committee be instructed to make the contract as read.

HEATING AND VENTILATION.

"*Resolved*, That the Prudential Committee of the First State Normal School be instructed to contract with some party or parties for heating and ventilating the Normal School building at Winona, provided that the consideration for the same does not exceed the sum of \$6,000, and that the contractor shall give good and sufficient security for the successful working of the said heating and ventilating apparatus.

Resolved, That the manner in which security for the working of said apparatus be given shall be left to the direction of the Prudential Committee."

COMPLETION OF THE BUILDING.

The building was finally completed in January, 1870, although the school occupied the finished portions of it as early as September, 1869. The heating apparatus was placed in position during the month of August of that year. The entire structure in respect to its arrangement, its convenience and its workmanship is perfect in all its parts and it is a model from which other and older States have copied in some cases without variation even in the proportions and dimensions of the parts.

It embodies the best experience of the day, touching its adaptation to its intended uses and in point of durability and economy of cost it has no superior and few if any rivals among the public buildings of the Northwest. Every dollar has been wisely and faithfully applied and the State has value received for all the money it has appropriated as well as nearly thirty thousand dollars donations by the city of Winona and its citizens. These appropriations have been asked for officially and on a full presentation of the facts by the Normal Board.

The Board having the matter in charge has been composed of citizens selected by the Legislature from all parts of the State who could

have had no interest in the question paramount to that of serving the State faithfully and honorably. All charges of extravagance therefore are thus shown to be groundless, while the wisdom of the expenditure is rapidly vindicating itself by the high character of the institution as well as by the great results which it is producing in behalf of the cause of education in the State.

The building has been occupied for nearly five years without repairs and is in as good condition to-day as when received from the hands of the contractor. The property is constantly increasing in value and is regarded by good judges as being worth nearly twice its cost to the State.

There can be no doubt that when the misconceptions and the prejudices at present prevailing have passed away, the appropriations which have been made for the establishment and support of these three training schools for teachers will be regarded and acknowledged as among the wisest and most beneficent investments that the State has ever made.

Although the facts herein presented have more particular reference to the Normal School at Winona, the oldest of the three, and the one against which criticism has been the most prominently directed, yet the reasonings apply with equal force to the others, and the defence of this one is the defence of all and of the system as a whole.

CURRENT EXPENSES.

Having given a detailed history of the financial transactions connected with the erection of the building for the State Normal School at Winona; having shown that every appropriation for the purpose was asked by the Board on a due presentation of the facts; having established that the Board itself, selected from all parts of the State, was the creature of the Legislature and that every step taken by it was after the most earnest and careful consideration of the interests of the State, and having demonstrated that a full equivalent has been returned to the State for every dollar appropriated, giving to it a building remarkably adapted to its purposes, and therefore utterly dissipating the charge of extravagance so wildly and persistently made, we proceed to consider the question of THE CURRENT EXPENSES OF THE SCHOOL.

DUTY OF THE STATE.

A State is made up of its citizens who are associated together for their mutual protection and for the promotion of their mutual interests. And since the highest welfare and safety of the State depends upon the intelligence of all its citizens it is manifestly its first duty to provide for the best possible education of every child within its borders. This great work can be done only through an all pervading and efficient system of common schools, each of which must be provided with an intelligent, skillful and faithful teacher. An ignorant and unskillful teacher can no more teach a good school than an ignorant and blundering mechanic can produce a perfect steam engine or other machine of any kind. Hence every school district and every family in the State has the deepest interest in whatever promises to create a supply of *well qualified teachers*, that our children and *all our children* may be properly taught, trained and fitted for the duties of life.

A RADICAL DEFECT.

That without a supply of such teachers, our common schools can never be made useful, and our children can never be well and thoroughly instructed, and the masses of our people can never therefore be fitted for the duties of citizenship, is simply a proposition that cannot be successfully denied. It is admitted among all who have bestowed proper attention to the subject that the chief want of our country is a supply of well educated, able teachers so that every school may be successful and every child may receive the training which he so much needs.

How shall we secure such teachers? Shall we rely upon academies, colleges, high schools and universities? That plan has been tried for hundreds of years in Europe and for nearly a century in this country without success. Shall we repeat the costly experiments of other States and countries with the certainty of failure after an expenditure of hundreds of thousands of dollars? Or shall we profit by the experience of the past by establishing and generously supporting institutions which are organized and conducted with special reference to preparing teachers? The notion that a good scholar merely, will be a good teacher long since became obsolete. But it is the business of High Schools, Colleges and Universities to make good scholars only. It is not their business to train and prepare teachers. They are conducted

with a different purpose in view. As well expect them to make lawyers, doctors clergymen, engineers and soldiers as teachers. They cannot do it. They never have done it. Therefore a reliance upon them will, in the future as in the past, be vain.

THE NORMAL SCHOOL A NECESSITY.

It is for the foregoing reasons and others equally cogent that Teachers' Seminaries or Normal Schools have been brought into existence. And they are doing their work so well that they are increasing more rapidly in this country than all other professional schools combined. Thirty years ago there were but three Normal Schools in the United States. Now there are more than one hundred, and the number is increasing every year. Is not this fact conclusive evidence that they are a necessity? Do communities go on and multiply institutions unless they prove themselves to be useful and necessary? Because it is the sole business of the Normal School to prepare teachers, because every school in the State and every child in the State needs a good teacher, and because nineteen-twentieths of all the children can never get any higher than the common school, therefore every citizen is interested in the establishment and support of the Normal Schools. The student goes out from the High School, the College and the University to serve his own interests merely—to engage in business and to acquire wealth. But the student goes out of the Normal School pledged to serve the State, to teach the rising generation and to use his knowledge and skill for the benefit of those who can never get higher than the common schools.

THE CONCLUSION OF THE WHOLE MATTER.

It follows then that no system of education can be complete or efficient without Normal Schools for the preparation of qualified teachers. But they cannot be established and supported without *liberal* expenditures of money if they are to be of any use. Like everything else that is valuable they cost something. Like everything else if they cost nothing they are worth nothing; if they cost but little they are worth but little. Not that they should be extravagant, or that they should expend money needlessly. Nobody asks that, nobody expects that, nobody does that. But when as a business grows it requires more capital, so when a school increases, it costs more and should have its capital in-

creased so long as it does its work faithfully and well. Is there any extravagance, is there any injustice in this? And since every student sent out from a Normal School goes forth pledged to serve the people in improving the common schools, in what institution that the State has established can every man, woman and child in the State have a deeper interest than in that which gives them able teachers?

WHAT IT HAS COST THE STATE.

Here is a table giving the annual appropriations for the current expenses of the school at Winona together with the number of students enrolled and instructed for the past ten years. It also shows what it has cost the State to teach each pupil. This cost is obtained by dividing the annual appropriation by the number enrolled in each year and is called the *per capita* cost:

<i>Date.</i>	<i>Enrollment.</i>	<i>Appropriation.</i>	<i>Per Capita.</i>
1864.....	32	\$3,000	\$94
1865.....	50	4,000	80
1866.....	80	5,000	62
1867.....	87	5,000	57
1868.....	122	5,000	41
1869.....	185	5,000	27
1870.....	216	5,000	23
1871.....	250	8,000	32
1872.....	301	10,000	33
1873.....	370	12,000	32

Average amount *per capita* appropriation, \$38 annually.

The enrollment given for 1871, 1872 and 1873 includes the Soldiers' orphans, who have been instructed entirely gratuitously during these three years.

From the foregoing table it appears that while the annual appropriations were increased in the years 1865, 1866, 1871, 1872 and 1873, yet this increase has not kept pace with the growth of the school, as shown in the column of enrollments. It is assumed that the only just basis upon which such an institution is entitled to claim support, other things being equal, is that of the number properly instructed and benefitted therein. As these numbers increase, therefore, its financial resources should be increased so that it shall not be forced to do its work for less than cost.

CAUSES OF THE DEFICIENCIES.

It should be further remarked in this connection that from the year 1864, the date of its re-organization, until 1868, while the *per capita* fell from \$94 to \$41, the First State Normal School was *so conductnd as to be able to live within its means and show a small balance in its treasury at the end of each year*. But from that period its enrollment so increased and its *per capita* allowance was so diminished that it began to do a losing business, financially speaking, and has continued to fall behind in this respect to the present date. That is to say, when its allowance per pupil fell below fifty-seven dollars and thence down to twenty-three dollars per year, it could no longer work within its means without such a reduction either in the quality or quantity of its teaching force as to be disastrous to its usefulness. It was therefore compelled to continue at the risk of pecuniary embarrassment or suspend altogether. It has chosen the first of these alternatives until the present time. These figures clearly explain the causes of its financial condition. But in order to show in an unanswerable shape that at least two of the schools in this State have been compelled to do their work with inadequate means, I beg leave to append another table showing the *per capita* allowance of the several States named therein to their respective Normal Schools. The figures are all from official sources, and are, therefore, entirely reliable. The amounts paid by each State *per capita* are, of course, readily obtained by dividing the amount of the annual appropriations by the annual enrollments, fractions of a dollar being in this case also disregarded.

TABLE NO. 2.

<i>Locality.</i>	<i>Enrollment</i> 1872.	<i>Appropriation</i> 1872.	<i>Per Capita</i> <i>Amount.</i>
Fredonia, N. Y.....	141	\$24,000	\$170
Toronto, Ontario....	172	23,645	137
Buffalo, N. Y.....	164	18,000	110
Farmingham, Mass...	100	10,296	102
Oshkosh, Wis.....	158	15,910	100
Platteville, Wis.....	125	12,240	98
New Britain, Conn...	133	12,000	90
Westfield, Mass.....	140	12,548	89
Peru, Neb.....	90	7,500	83
Englewood, Ill.....	147	12,000	82
Bridgewater, Mass...	150	12,000	80
Ypsilanti, Mich.....	250	20,000	80
Whitewater, Wis....	186	13,695	74
Providence, R. I.....	140	10,000	71
Oswego, N. Y.....	260	18,000	69
Salem, Mass.....	160	10,894	68
Brockport, N. Y... Unknown		18,000	
Normal, Ill.....	460	31,369	68
Emporia, Kansas....	171	11,500	67
Potsdam, N. Y... Unknown		18,000	
*Cortland, N. Y.....	370	23,712	64
Terre Haute, Ind....	158	10,000	63
San Jose, Cal..... Unknown		15,000	
Trenton, N. J.....	204	12,000	60
†Peoria, Ill.....	86	4,600	53
Millersville, Pa. Unknown (expenses)		44,420	
Edinboro, Pa.. Unknown (expenses)		12,797	
Columbia, S. C. Unknown (expenses)		20,000	

*Including an extra appropriation of \$5,424.24.

†This is a county Normal School, and its support is reported as inadequate to its needs.

MINNESOTA.

St. Cloud.....	{ 1871	82	5,000	60
	{ 1872	79	6,000	76
Mankato.....	{ 1871	198	5,000	25
	{ 1872	204	9,000	44
Winona.....	{ 1871	205	8,000	32
	{ 1872	301	10,000	33
	{ 1873	370	12,000	32

CONCLUSIONS DEDUCIBLE FROM THESE FACTS.

These tables explain themselves so fully that little further need be said in regard to them. They afford a certain and a just basis for determining the amount of appropriations necessary for carry-

ing on the work of these schools efficiently and creditably. If this State designs to go forward in the task of preparing its teachers, it can scarcely expect to do it well for one-fifth or even one-half the cost *per capita* in other States which have been engaged in it for twenty or thirty years. In any event it cannot expect, neither can it desire to do so on any other than sound business principles. Had the appropriations to the Normal School at Winona for the last three years been equal to the smallest *per capita* in the preceding table, excluding the last two in this State, it would to-day have been free from embarrassment with a considerable balance in its treasury. At the same *per capita* rate as that paid at Peoria, Ill., to a school supported by the county, the appropriation to this institution for 1871 would have been \$13,250, for 1872 it would have been \$15,953, and for 1873 \$19,610, leaving a difference between these and the appropriations actually made of \$18,813. These facts and figures should certainly receive the consideration to which their great importance so justly entitles them. The more they are studied the more valuable and instructive they will appear. Not the least important of the facts developed by them is that it costs less *per capita* to carry on a large than a small institution of this kind, and that true economy lies in the direction of devising liberal things for promoting the education and training of teachers for their important work.

SPECIFIC CHARGES NOTICED.

The foregoing exhibit ought to satisfy and will satisfy every reasonable and just man that this school has been conducted with a degree of economy that borders on the penurious. For these figures and comparisons prove beyond the shadow of a doubt that it has received only from one-half to one-fifth the support from the State, in proportion to its work, that is accorded to similar institutions throughout the country. But as specific charges of extravagance have been made and recklessly reiterated until, like a thousand other misrepresentations, they pass current as truths from the mere *momentum of repetition* alone, it is proper that some of them be specifically noticed and set at rest. The truth of the common maxim that "figures cannot lie" depends altogether upon the manner in which they are used. Nothing is easier, and it may be added, nothing is more dastardly, than the art of making figures pervert and misrepresent the truth. When, either by mis-

take or design, they are untruthfully grouped, they can be made to utter more stupendous falsehoods in less space and time than any other form of human language. And he who will deliberately and malignantly thus torture figures to the injury of a noble cause should be regarded and treated as a bankrupt in morals, as a traitor to truth and justice, and as utterly unworthy of the confidence of good men.

A SPECIMEN OR TWO.

A mendacious writer in a notoriously corrupt and unprincipled newspaper has recently enlightened the public with the following imaginary figures as to the cost of the three State Normal Schools:

Winona,.....	\$202,162.63
Mankato,.....	88,968.80
Saint Cloud,	69,495.00

Total,.....\$360,625.43!

By the Report of the State Auditor for the year 1872, it appears, however, that the total amount appropriated by the State for building purposes to the close of the fiscal year, Dec. 1, 1872, was \$185,231.52. To which sum add the appropriation of 1873 for completion of the building at St. Cloud, \$30,000.00; giving a total of \$215,231.52, and showing a difference between the official and fanciful figures of \$144,393.91.

Thus the difference between the truth and the falsehood is only \$144,393.91.

Again this astute statistician asserts that the Winona building has cost the State the sum of \$134,162.63. The State Auditor on the contrary tells us that the figures are \$115,831.52. A difference of \$18,331.11.

This is a fair illustration of the style of figuring that best suits the purposes of the enemies of our Normal Schools in reference to the cost of the buildings. The total cost of the three buildings as given above is \$215,231.52, or an average for each of \$71,743.-84. This amount is no greater than the cost of some of our better class of public school buildings in towns numbering only from 5,000 to 10,000 inhabitants.

The economy with which the current expenses of the schools have been characterized is best exhibited by the comparative statements given on the preceding pages. But the desperate straits to which some disaffected persons have been driven to make out a sensational case of extravagance is shown by one or two items which follow:

"In 1871 for stationery alone, \$1,792.23."

The most assiduous efforts of an expert accountant were directed for hours to an examination of the Treasurer's statement for 1871, with a view to ascertain by what processes of arithmetical torture the foregoing item was brought forth, but in vain. It was ascertained, however, that by the mis-print of a single word a lumber bill of more than \$90 was transformed into one for stationery. It was also ascertained that owing to the want of funds prior to the year 1871 the bills for *books*, stationery and other supplies for three years were left unpaid until 1871, and hence the items for all appeared in the accounts of that year. It should be borne in mind also that for the past ten years or more the price of books and stationery has been very high. Since the organization of the so-called Publishers' Board of Trade no donations of books, even to Normal Schools, has been allowed. Prior to the formation of this "ring" nearly all of the books used in these schools were secured by donation. Since the year 1868 the number of pupils has been from 450 to 575, all of whom were to be supplied with books and stationery. For the greater portion of the time, and until forbidden by the Board, each pupil paid for the use of his books and for the stationery consumed, and he was therefore entitled to all that his school duties required of him. The money paid for these items went into the treasury of the school generally under the designation of "tuition," because it was a fixed sum. The bills for books and stationery for the past three years have averaged about \$500 per year. The average number of pupils for the same period has been more than 500, and the average cost of the use of books and of the stationery consumed has been not far from one dollar each. This can scarcely be regarded as a very extravagant sum, especially when it is considered that the results, since introducing a thorough system of teaching, writing and accounts have been satisfactory beyond all former known precedents. More good writers and more good teachers of writing have been produced here within the past three years than it is believed were ever before produced within the same period for the same outlay, and the common schools are reaping the benefit of it.

Other items, seen at a distance, and "through a glass, darkly," have been singled out, in the absence of all explanation, for rancorous criticism. We have heard pathetic stories of "ribbons for school girls amounting to \$16, and paid for by farmers living in sod houses." But the simple fact is that these "ribbons" are used

as a decoration for the diploma, printed on paper, costing a trifling sum, and furnishing to the graduate the only tangible evidence of the appreciation of his instructors after two years of earnest toil in the work of preparing himself for his responsible vocation. This diploma once carried with it the distinction of a State certificate of qualification; but by a piece of legislation as unwise as it was impolitic, this simple recognition of hard-earned merit was abrogated, leaving this diploma, with all its "ribbons," a very cheap consideration for the time, labor and money expended by the candidate in fitting himself for his ill-requited vocation. The item referred to embraced the cost of the accumulated ribbons required by three or four classes, running through a period of two years!

But it seems puerile to pursue this subject and to notice such criticisms further. The Normal Schools in view of the great work they have already accomplished may well challenge the closest investigation of the intelligent, the honest and the fair-minded everywhere. That they have been able to do so much in the face of such obstacles as have from the outset of their career been thrown in their way is a matter of surprise. That with an honest and hearty support they might have accomplished far more is a proposition that requires no discussion. That they will yet triumph over all their enemies is as certain as that the truth will ultimately prevail in every contest with error, prejudice, ignorance and demagogueism.

CONCLUSION.

We conclude this discussion with the following summary of facts:

The Normal School building at Winona has cost the State as per Auditor's report for 1872.....	\$115,831.52
Add total amount of appropriations for current expenses for ten years.....	62,000.00
Total.....	\$177,831.52
Total value of the property, real and personal, as estimated by competent judges....	\$200,000.00
Balance over all appropriations by State....	\$22,168.48
Of the above amount of estimated value, there has been donated: By city of Winona., lands.....	\$ 5,275.00
By city of Winona, bonds.....	15,000.00
By citizens of Winona, lands and cash.....	5,512.00
Total donations, Winona.....	\$ 25,787.00

Thus the financial results of this enterprise are a balance of \$22,168.48 over all expenditures by the State. The increase in the value of the property from the growth of the city, taken in connection with its perfect state of preservation to-day, together with the increase of its library and scientific collections by donation, its furniture, apparatus, etc., make the forgoing estimate a just and reasonable one. The property as it exists to-day could not be reproduced for the sum named.

Among the educational results the following may be enumerated:

1. It has given instruction to more than 700 teachers, who are now mainly engaged in the common schools of the State.
2. It has graduated 170 persons, a large proportion of whom are teaching in the graded and high schools of the State, where they are aiding to prepare other teachers for the country districts.
3. It has given instruction to 1,200 children in the Model School, more than 100 of which are Soldiers' orphans, thus far gratuitously instructed.

The tuitions received from the Model School, amounting in round numbers to \$15,000, have not only supported it, but have aided greatly in expanding the usefulness of the Normal School itself.

4. It has raised the standard of education throughout the State, giving rise to a demand for better teachers, and to a corresponding increase in their compensation.

And, finally, the three Normal Schools are to-day the life and soul of the educational movement of the State, stimulating it in every direction and contributing largely to that high character of our commonwealth abroad for intelligence that is attracting to it the best population of the older States and adding to our material progress yearly a hundredfold more than the trifling expenditures for their support.

Their destruction, or any act impairing their efficiency would be a fatal blow alike to our educational progress, to our good name abroad and to our highest interests as a free and enlightened people. Such a step would be without a parallel in this country, since no State that has once established these training schools has ever committed the folly of destroying them in the midst of their usefulness.

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